

Assurance of Learning (AOL)
Closing the loop results summary
Direct Measures
School of Business Administration UPR-RP
2015-2018

BBA Level:

Learning Goals	Learning Objectives	Results (% of students scoring >=70%)	Tool used to measure	Summary of transformative actions or improvements made
1. Our students will be knowledgeable of business functional areas and contexts	1.1 Demonstrate knowledge of business functional areas and their integration 1.2 Discriminate between local and global environment in which the business operates	First measurement (2016-2017) 88.3% Second measurement (2017-2018) 93.1%	Case and Rubric	Faculty designed original cases for the assessment exercise Completely Revised Syllabus Workshop (research platforms) for all students
1. Our students will be knowledgeable of business functional areas and contexts	1.3 Recognize and analyze business opportunities that fits in the entrepreneurial context	First measurement (2016-2017) 72.6% Second measurement (2017-2018) 73.2%	Marketing Plan and rubric	Change in the exercise, students evaluated a marketing case of a real company Minor Syllabus changes to emphasize entrepreneurship topics
2. Our graduates will be ethically conscious and socially responsible	2.1 Demonstrate knowledge of fundamental concepts, principles and theories in ethics 2.2 Apply ethical models and approaches to address issues in social responsibility to justify moral judgments in decision making process	First measurement (2016-2017) 62.3% Second measurement (2017-2018) 74.5%	Case and rubric	An evaluation guide was discussed, as a rubric to guide students around the fundamental criteria in applying ethical models for decision making in companies Review of the style of the case so that its reading is more agile and it is recommended to the students that they investigate on the subject of the case
3. Our graduates will be able to	3.1 Demonstrate interpersonal skills and	First measurement	Marketing Plan and rubric	Students prepared a journal about the meetings held and

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work in diverse business settings	ability to work in diverse teamwork projects	(2016-2017) 77.1% Second measurement (2017-2018) 98.4%		prepare a final report on the group work
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences (oral- Spanish)	First measurement (2016-2017) 97.0% Second measurement (2017-2018) 93.2%	Presentation and rubric	Information on the criteria of excellence specified Students answered exercises of an online module on oral presentations
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences (written- Spanish)	First measurement (2016-2017) 99.4% Second measurement (2017-2018) 75%	Marketing Plan and rubric	Students took compulsory modules or workshops to improve the writing in Spanish
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences (oral- English)	First measurement (2016-2017) 97.9% Second measurement (2017-2018) 98.5%	Presentation and rubric	Students examined a video with a presentation model (persuasive speech), then discussed in group to evaluate the performance of the exponent of the video
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences (written- English)	First measurement (2016-2017) 91.2% Second measurement (2017-2018) 84.5%	Essay based on oral presentation	Students examined documents on written communication in English and wrote persuasive type report
5. Our graduates will be critical thinkers	5.1 Apply relevant theories and models to support business decision making (Managerial Finance)	First measurement (2016-2017) 61.1% Second measurement	Problem in exam and rubric	Used problem based learning methodology and practice exercises on the Connect platform

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	5.2 Use appropriate strategies to analyze and solve business problems (Managerial Finance)	(2017-2018) 63.2%		
5. Our graduates will be critical thinkers	5.2 Use appropriate strategies to analyze and solve business problems (Statistics)	First measurement (2016-2017) 59.4% Second measurement (2017-2018) 66.7%	Problem in exam and rubric	Request the curriculum committee to advance the ESTA 3042 course within the baccalaureate
5. Our graduates will be critical thinkers	5.3 Integrate technological skills to the analysis and solution of business problems (Statistics, R)	First measurement (2016-2017) 67.5% Second measurement (2017-2018) 90.0%	Problem in exam and rubric	Offered an R workshop during the semester on two different occasions
5. Our graduates will be critical thinkers	5.4 Draw conclusions and make decisions based on the information gathered (report writing)	First measurement (2016-2017) 98.2% Second measurement (2017-2018) 96.3%	Informative report and rubric	Prepared a workshop and a discussion reading and assigned a related exercise
5. Our graduates will be critical thinkers	5.4 Draw conclusions and make decisions based on the information gathered (financial institutions and markets)	First measurement (2016-2017) 91.2% Second measurement (2017-2018) 88.6%	Exercise using Bloomberg and rubric	Organized a conference with a prominent figure to discuss the most important macroeconomic changes in Puerto Rico Integrated a report on environmental news local and international financial environment to the course

MBA Level:

Learning Goals	Learning Objectives	Results (% of students scoring >= 80%)	Tool used to measure	Summary of transformative actions or improvements made
1. Our graduates will be creative thinkers	1.1 Apply diverse quantitative (or qualitative) techniques to solve business problems and make recommendations	First measurement (2016-2017) 92.9% Second measurement (2017-2018) 100%	Data analysis problem and rubric	They are required to work a case prior to the appraisal activity. The evaluation of this problem was correlated with the appraisal results to know if it has an impact on them.
1. Our graduates will be creative thinkers	1.2 Identify an entrepreneurial opportunity and propose the basis for a new venture un Puerto Rico	First measurement (2016-2017) 100% Second measurement (2017-2018) 50.0%	Data analysis problem and rubric	Designed a graduate level entrepreneurship course Integrated the concepts of entrepreneurship through the curriculum. Required a business plan
1. Our graduates will be creative thinkers	1.3 Evaluate information and present it in a manner that supports business decision or meets an information need	First measurement (2015-2017) 70.5% Second measurement (2017-2018) 84.2%	Proposal and rubric	Modified the syllabus to integrate a unit dedicated to the ethics of the markets Provided the student with information search techniques and APA style
1. Our graduates will be creative thinkers	1.4 Apply appropriate technological tools and data analysis approaches to support business decision making	First measurement (2016-2017) 80% Second measurement (2017-2018) 100%	Data Analysis problem and rubric	They are required to work a case prior to the appraisal activity. Module on analytics in Operations Management Assigned readings and videos
2. Our graduates will be proficient in business disciplines	2.1 Demonstrate knowledge of technical and conceptual aspects relevant to business disciplines	First measurement (2016-2017) 100% Second measurement (2017-2018) 100%	Strategic plan and rubric	Included as a requirement of the strategic plan aspects of systemic thinking in the proposed strategic decisions

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3. Our graduates will have global and local perspectives	3.1 Analyze the global and local environmental issues that affect the business strategic planning process	First measurement (2016-2017) 100% Second measurement (2017-2018) 61.8%	Strategic plan and rubric	Adjusted the modules of the strategic plan guides to include discussion of the impact of local and international issues Modified the syllabus to include more time for the discussion of global aspects of the external environment
4. Our graduates will be effective communicators	4.1 Demonstrate the ability to organize and deliver oral presentations and written reports on a business topic (oral)	First measurement (2016-2017) 87.5% Second measurement (2017-2018) 100%	Presentation and rubric	Used instructional video about public speaking techniques
4. Our graduates will be effective communicators	4.1 Demonstrate the ability to organize and deliver oral presentations and written reports on a business topic (written)	First measurement (2016-2017) 90.5% Second measurement (2017-2018) 100%	Term project and rubric	Examined three videos (two in English and one in Spanish) to discuss in class
5. Our graduates will be effective leaders and team members	5.1 Demonstrate leadership skills that will help them to contribute to the organization development and to interact effectively in different settings	First measurement (2016-2017) 71.6% Second measurement (2017-2018) 100%	Term project and rubric	Worked in groups two cases one outside and one in the classroom
6. Our graduates will be ethical decision makers	6.1 Evaluate the ethical and social responsibility implications of managerial decisions	First measurement (2015-2017) 59.5% Second measurement (2017-2018) 70.2%	Case and rubric	Integrative case that can measure all the criteria in the rubric and achieve consistency in measurements Assigned a case in the middle of the semester as a preparation, prior to the integrating case

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6. Our graduates will be ethical decision makers	6.2 Show leadership in advancing ethically sound decisions	First measurement (2015-2017) 65.6% Second measurement (2017-2018) 62.0%	Case and rubric	Used the integrating case mentioned in the previous section to measure this objective

Ph. D. Level:

Learning Goals	Learning Objectives	Results (% of students scoring >= 80%)	Tool used to measure	Summary of transformative actions or improvements made
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.1 Produce original research that makes a substantial contribution to their discipline	First measurement (2014-2016) 83% Second measurement (2016-2017) 100%	Literature review for publishable working paper and rubric	Weekly one-on-one meetings with the students were required in addition to the class lecture time
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.2. Demonstrate a comprehensive and intensive knowledge of research methods and analytical techniques applicable to their discipline and implements them appropriately	First measurement (2013-2016) 87.5% Second measurement (2016-2017) 100%	Dissertation chapter (methodology) and rubric	Mentorship process was strengthened
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.3. Investigate problems centered on Puerto Rico, the Caribbean and Latin America according to their discipline	First measurement (2013-2016) 83.5% Second measurement (2016-2017) 100%	Percentage of research papers focused on Puerto Rico, the Caribbean and Latin America	Professors and Students are made aware of the Mission of the doctoral program: Posters of the Mission and Vision of the graduate school are posted in Administrative Offices, Entry-Ways, Meeting rooms and Classrooms
2. Our graduates will be creators and transmitters of new	2.1. Elaborate effective defense of original research in oral format	First measurement (2013-2016) 87.5%	Oral dissertation presentation and rubric	Students have the option of presenting the defense in Spanish or English

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knowledge in the disciplines of Finance or International Business		Second measurement (2016-2017) 50%		
2. Our graduates will be creators and transmitters of new knowledge in the disciplines of Finance or International Business	2.2. Elaborate effective defense of original research in written format	First measurement (2013-2016) 87.5% Second measurement (2016-2017) 100%	Written dissertation document and rubric	Emphasis on dissertation topic ideas development process with mentor
2. Our graduates will be creators and transmitters of new knowledge in the disciplines of Finance or International Business	2.3. Publish research in peer-reviewed journals or present at peer-reviewed conferences	First measurement (2013-2016) 29% Second measurement (2016-2017) 0%	Percentage of dissertations that have had chapters adapted and published in peer-reviewed journals or were presented at a peer-reviewed conference in the measurement period	Curricular change regarding elimination of elective courses (9 credits) was approved by graduate school, pending to be approved by other instances. Possibility of a practicum process for paper writing and publication, still under discussion at Graduate School All the curriculum and sequence for Ph. D. currently under revision
3. Our graduates will be theoreticians on the disciplines of Finance or International Business	3.1. Demonstrate a comprehensive and intensive knowledge of the (i) theories, (ii) concepts, (iii) frameworks, (iv) empirical findings, and (v) controversies in a chosen business discipline.	First measurement (2014-2016) 75% Second measurement (2016-2017) 67%	Comprehensive exam and rubric	Comprehensive exams were evaluated by faculty of the discipline external to Graduate School Professors integrated in a course a portfolio as a tool to review concepts before comprehensive exam An orientation session with students and their mentors before

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				comprehensive exam will be held
3. Our graduates will be theoreticians on the disciplines of Finance or International Business	3.2. Evaluate business research ideas and completed research projects critically, assessing their conceptual and methodological soundness, and their contribution	First measurement (2016-2017) 100% Second measurement (2017-2018) 100%	Peer review of student presentation of methodology	Students were required to meet in pairs (student and assigned peer reviewer) in advance of student proposal presentations, and final presentations where the peer review followed